

FORCE—FIELD ANALYSIS OF ODP

A Study
for
ODP Management

April, 1983

DRIVING FORCES

Changing Technology →

- Faster & cheaper computers associated technology
- Growing functionality & popularity of Personal Computers
- New packaged software for users, e.g., [redacted]
[redacted]
- Opportunity to exploit new technologies, e.g., cut-paper, graphics, document logging networked VM, etc.

RESTRAINING FORCES

← Acceleration of Change

- Sense that technology is changing so rapidly that it might be best to wait and see where industry pioneers are going
- Rapidly changing operational environment: new buildings to service, staff moves, etc.

DRIVING FORCES

Large Systems Thrust

- Large systems development, like SAFE & CAMS, brings new skills & technology to ODP
- Production status of new systems: CAMS, SAFE, 4C
- External pressures to meet production deadlines, e.g., CAMS, SAFE, LIMS, ACIS

RESTRAINING FORCES

Large Systems Drag

- Requirement to develop more applications with large systems approach without sufficient expertise to do so effectively
- Drain on ODP resources (esp. people) to support CAMS & SAFE
- Cancerous nature of CSPO organization on long-term health of ODP body
- No barrier exists to CAMS erosion of ODP resources

DRIVING FORCES

Management

- New Office Director's willingness to question current plans & operations
- Strong, aggressive senior managers with personal agendas
- Extraordinary decentralized decision making authority vested in Applications & Processing

RESTRAINING FORCES

Counterproductive Management

- Uncertainty about intent & loyalties of new Director
- Mgt's favored treatment of some components (e.g., stepchild feeling in OPS, ED, PD, & Training)
- Uncontrolled competing agendas among senior mgrs wastes energy & resources, fosters intra-office rivalries, & causes organizational embarrassment.
- SPD's absolute monopoly of key resources & ability to control ODP services
- Lack of front office visibility/ involvement in decision making & resource commitment by components
- Limited use of extraordinary formal awards & recognition, motivated perhaps by fear of overlooking someone & by paperwork involved

DRIVING FORCES

Resources (Technical)

- Enormous central computing facilities with reserve capacity
- Secure network of terminals & Data Access Centers to distribute computing power

Resources (People)

- Wealth of highly skilled, highly motivated, creative people with pride in the organization
- Expanding work force with improved skills & new ideas

RESTRAINING FORCES

Lack of Resources

- Lack of resources to satisfy all (or even priority) requirements, esp. those generated by new responsibilities, e.g., OA/WP, - people, space, \$
- Lack of budgetary & organizational flexibility that derives from being in DDA & from rigid internal organization
- Loss of experienced personnel to other Agency components, e.g., OSO, OD&E, NPIC, just when ODP needs them the most
- Incentive for "doing more with less" & taking increased responsibilities out of ODP's hide is waning. The well of creative ideas is running dry.

DRIVING FORCES

Resources (Reputation)

- General external perception of ODP as being staffed by intelligent, innovative computer experts with superb technical skills
- Perception of ODP as "Land of Opportunity" attracts good people

Resources (Experience)

- Experience & expertise in installing, changing, & managing large computer facilities & in developing small to medium scale applications on central systems

RESTRAINING FORCES

No Questioning Conventional Wisdom

- Lack of an official collection & analysis mechanism for user feedback regarding services
- Strong personalities occupying key power positions for extended periods can block & stifle questions
- False sense of security about what we are doing & how we are doing it

DRIVING FORCES

Resources (Attitudes)

- Organizational & personal pride in making contribution & satisfying real needs
- Success orientation: "can do" optimism of people

Nature of the Work

- The challenge & excitement of ADP work
- Drive to be in forefront of technology, one step ahead of ODP users
- Need for increased/improved security

RESTRAINING FORCES

Bad Public Relations

- Continued fear of computers by some users & ODP's failure to design systems to compensate for it
- Defensiveness resulting from negative visibility common to all utilities; good service taken for granted; users have no frame of reference to appreciate its value.
- Bottleneck caused by continued insistence on being absolute authorities on ADP, but not having the resources to do what's needed

DRIVING FORCES

New Authority/Responsibilities →

- Increased authority to procure ADP equipment without external oversight
- Increased functional responsibility, e.g., OA/WP

ODP Initiatives →

- Central Service Availability & Reliability Goals
- In-house developed services & facilities, e.g., AIM, Batchmon, HBWP
- Applications establishment of Information Center for "Do-it-Yourself" development

RESTRAINING FORCES

Lack of Goals/Plans ←

- No architect & no plan
- Lack of shared Office vision & goals to focus efforts
- Time & effort required for long-range & strategic planning & budgeting
- MBO process

Environment/Working Conditions ←

- Physical separation of ODP components creates communication problems, artificial barriers, and org. tensions
- Noisy, crowded, cold/hot working environments

DRIVING FORCES

Agency/User Trends

- Trend toward merging Information Services: ADP; OA; Telecommunications; Graphics; Printing & Publishing, etc.
- Agency-wide move to electrical vice paper info flow
- Competition from ADP knowledgeable users with authority & resources to undertake independent & potentially conflicting ADP initiatives
- Establishment of ADP staffs throughout Agency, staffed by ODP careerists
- Rapidly growing & changing user requirements & operational environment
- Increased ADP sophistication of users leads them to demand more from ODP.

RESTRAINING FORCES

Workload

- Applications becoming a DDA workshop
- Frustrations caused by increasing Applications backlog
- Increased workload inhibits scheduling employees for training & development. The best people can't be spared.
- Imbalance in workloads & apparent level of dedication generates internal tensions. ("Applications goes home at 4:30, but Processing puts in 60-hour weeks.")

DRIVING FORCES	RESTRAINING FORCES
Office Policy/Procedures	Organizational Tensions
<ul style="list-style-type: none"> - Flexibility/freedom to experiment with new ideas without extensive or detailed requirements or approval procedures - History of rewarding high achievers for accomplishment formally (promotion, etc.) & informally - Liberal/Realistic training & development policy keeps employees current with new ideas/technology through training, conferences, & vendor visits/briefings. - Rotational Program disperses ADP expertise & returns improved perceptions of customer requirements/environment. 	<ul style="list-style-type: none"> - Lack of Office solidarity & cooperation (e.g., Applications sometimes feels like "just another Processing user.") - Lack of trust among some groups: Applications vs. Processing Processing vs. SAFE SAFE vs. Everyone Engineering vs. SPD (Strong competing personalities in leadership roles perpetuate rather than solve these problems.) - Class distinction within Office ("Prima Donnas" & "High Priests"), e.g., systems vs. applications, professionals vs. techs, CAMS vs. All else, All else vs. SAFE

DRIVING FORCES	RESTRAINING FORCES
Unknown Strengths	Growth of Organization
	<ul style="list-style-type: none">- Increased size of organization has reduced flexibility & increased response time to satisfy requirements. (Inertia, bureaucracy, etc.)- Increased bureaucracy around developing applications has decreased ODP response to requirements.- Growing concern, esp. in large projects, for form over content in communications, i.e., CYA memos are becoming more common.
	Poor Communications
	<ul style="list-style-type: none">- Reduced/discontinued channels of communications, esp. between Applications & Processing- Lack of communication & coordination between Applications & Processing on major initiatives, e.g. Info Center- Lack of forum to resolve conflict

DRIVING FORCES

Unknown Resources

RESTRAINING FORCES

External Management

- Political oversight and constraints imposed by Congress, DCI, DIA, & DDA on ODP management & resource utilization.
- Lack of restraint on competing customer spending on ADP
- Feeling that no one really cares about resource problems, esp. at executive level, e.g., giving away ODP space has become all too common.

External Personnel Constraints/Factors

- Hiring constraints both F/T & P/T cause ODP to reduce/delay services & projects.
- Negative impact on pride & morale caused by continued attacks on & lack of support for federal employees
- Uncertainty over effects of proposed Civil Service changes, esp. retirement, on recruitment, retention, & morale